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6/17/98

EXTRACT FROM 1954 INSPECTOR GENERAL SURVEY OF OIR
AND FROM OIR MEMORANDUM IN REPLY

Tab 1

4. General

It seems pertinent to record a few observations on the overall general assessment program at this juncture. While some of these observations transcend the responsibilities of the IAG Staff, they are nevertheless inescapably interrelated and cannot, for full effectiveness, be studied unilaterally.

Recently there has been considerable discussion among the senior officials of the Agency as to the evaluation function performed by psychiatrists and psychologists. UDCI has addressed himself to this point and a policy paper is in process of preparation. It is believed in order, however, to raise an additional point for consideration. This Agency undoubtedly has more mechanisms at its disposal which furnish information on an individual ~~as an individual~~ before he assumes substantive responsibility, than any other hiring entity. A review of some of these mechanisms would include:

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The above includes eight identifiable evaluatory processes, although based on different norms. The results are filed in four different locations (Security, OIR, Personnel, Medical). The results or interpretation of four of the processes (b, c, e, and f - (2)) are usually not made known to the candidate's sponsor, nor are they usually subject to any central review.

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While the "need-to-know" factor may be present to a limited degree, and while cognizance is taken of the sensitivity of certain of the information, the complimentary and confirmatory nature of the interrelationship of all the above results clearly speaks for itself. An approach to a centralized review of the major portion of the above results was at one time taken by the Professional Selection Panel of the Career Service Program, but then only on an appeal basis following lack of unanimity among those officers responsible to pass on the eligibility for employment of a candidate. This Panel now takes cases only at the request of the Assistant Director for Personnel. It is my understanding that a DD/A Review Panel has been established to screen the information available on "noncontroversial" hiring actions. However, this Panel would have no authoritative access to information from OTH or the Office of Personnel.

The above-mentioned policy paper on the responsibilities of the various processing units -- OTH, Medical, and Personnel -- will serve a useful purpose, but unless further steps are taken to coordinate and integrate all available information at a central point on a systematic basis, we are not capitalizing to full effectiveness on expensive and vast machinery, some of which now operates in a partial vacuum. While this conclusion is not germane to the OTH survey per se, its validity becomes so apparent in a review of the psychological assessment function that it was felt essential to record it.

EXTRACT FROM MEMORANDUM FOR DEI RE SURVEY OF THE OFFICE OF TRAINING

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The extent of responsibility of the Assessment and Evaluation Staff, Office of Training, with regard to its relationship with other components of CIA concerning selection, placement, and other psychological services; and with DD/P concerning the psychological testing and assessment of indigenous or other personnel overseas, requires policy decision and direction.

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